



# CCH Finance Committee Meeting November 2019

Ekerete Akpan, Chief Financial Officer

November 15, 2019



COOK COUNTY  
**HEALTH**

# Agenda

1. System-wide Financials & Stats
  - a. Financials and Observations
  - b. Financial / Revenue Cycle metrics
2. CCH Provider Service Financials
  - a. Operational Statistics and Observations
3. CountyCare Financials & Stats
4. Correctional Health services Financials & Stats
5. Cook County Department of Public Health Financials & Stats
6. Administration Financials
7. System-wide volumes/stats



# Systems-wide Financials, Observations, and Revenue Cycle Me



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# Observations on Financials

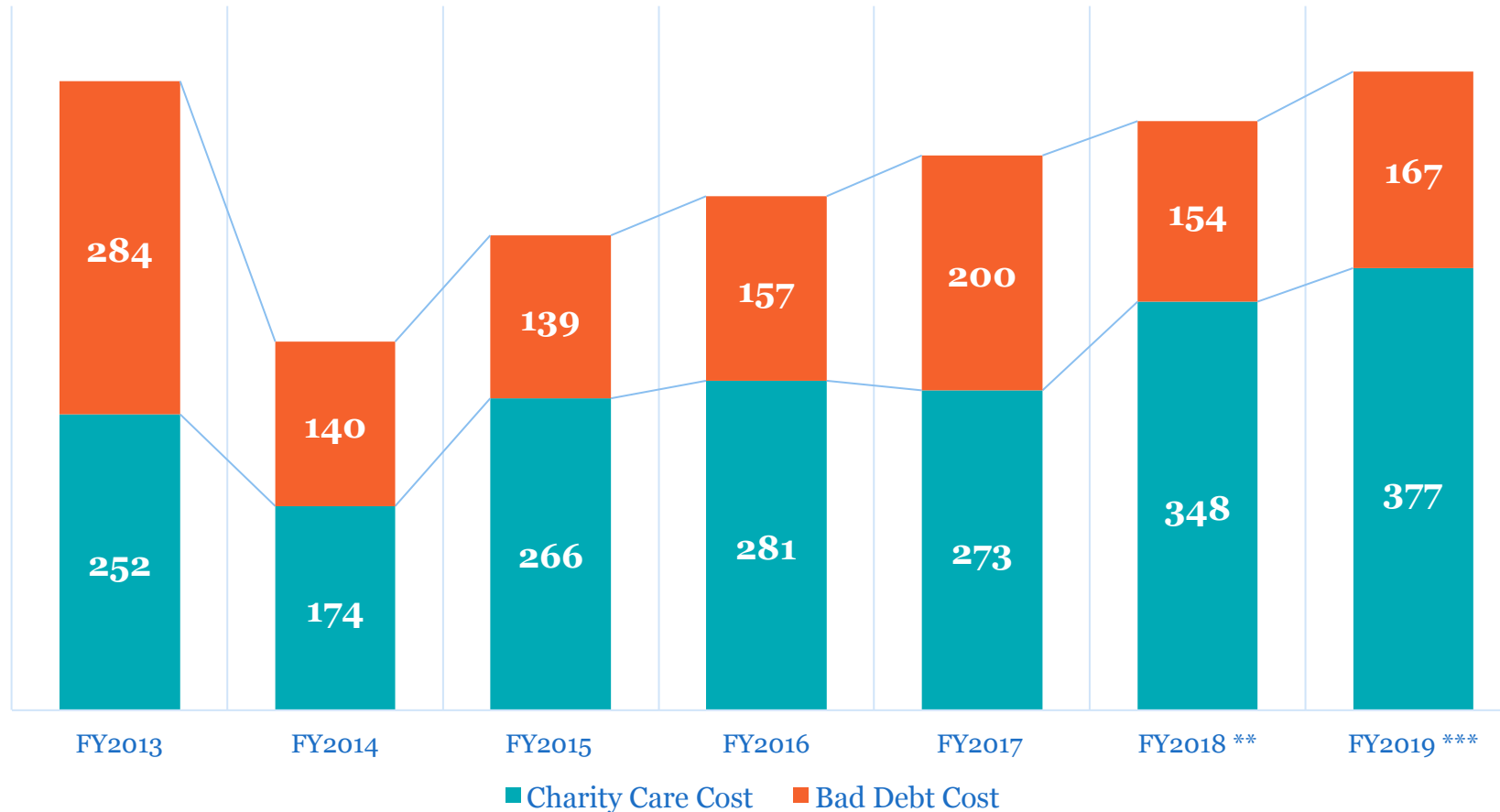
## Revenues

- Net Patient Service Revenues - \$562M, 6% unfavorable to target due to increasing and unsustainable growth in charity care, some lower clinical activity and lower revenue cycle activity
  - System-wide uninsured numbers
    - Captured by Visits, held at 45%
    - Captured by Charges, held at 40%
- CountyCare Capitation Revenues - \$1.4B, 5% unfavorable to target due to lower than budgeted enrollment as a result of lower State/County MCO enrollment. There is a corresponding reduction in expenses as a result.
- Other Revenues - \$13M , trending to exceed FY2019 target

## Expenses

- Cost of Pharma - \$69M, unfavorable by 3% compared to budget and closely monitored/managed to get to target

# CCH Uncompensated Care\* (in \$millions)



\* Uncompensated Care is Charity Care + Bad Debt at cost

\*\* FY2018 Actual from Audited Financials

\*\*\*FY2019 projected





# Income Statement for the Ten Months ending September 2019 (in thousands)

| CCH Systemwide                   | Year-To-Date     |                  | Variance         |             |
|----------------------------------|------------------|------------------|------------------|-------------|
|                                  | Actual           | Budget           | \$               | %           |
| <b><u>Operating Revenue</u></b>  |                  |                  |                  |             |
| Net Patient Service Revenue      | 561,504          | 597,446          | (35,942)         | -6%         |
| County Care Access Payments      | 345,710          | -                | 345,710          | n/a         |
| CountyCare Capitation Revenue    | 1,439,151        | 1,518,125        | (78,973)         | -5%         |
| Cook County Access Payments      | 55,054           | 55,054           | -                | 0%          |
| Other Revenue                    | 13,046           | 10,833           | 2,212            | 20%         |
| <b>Total Operating Rev</b>       | <b>2,414,465</b> | <b>2,181,458</b> | <b>233,007</b>   | <b>11%</b>  |
| <b><u>Operating Expenses</u></b> |                  |                  |                  |             |
| Salaries & Benefits              | 553,780          | 594,281          | 40,501           | 7%          |
| Overtime                         | 39,368           | 29,835           | (9,533)          | -32%        |
| Contracted Labor                 | 55,239           | 25,590           | (29,649)         | -116%       |
| Pension*                         | 91,607           | 272,802          | 181,195          | 66%         |
| Supplies & Materials             | 40,967           | 62,523           | 21,555           | 34%         |
| Pharmaceutical Supplies          | 69,383           | 67,356           | (2,026)          | -3%         |
| Purch. Svs., Rental, Oth.        | 222,945          | 281,909          | 58,965           | 21%         |
| External Claims Expense          | 1,256,286        | 1,180,474        | (75,812)         | -6%         |
| County Care Access Expense       | 345,710          | -                | (345,710)        | n/a         |
| Insurance Expense                | 22,234           | 24,530           | 2,296            | 9%          |
| Depreciation                     | 28,920           | 28,920           | -                | 0%          |
| Utilities                        | 8,052            | 8,238            | 186              | 2%          |
| <b>Total Operating Exp</b>       | <b>2,734,491</b> | <b>2,576,459</b> | <b>(158,032)</b> | <b>-6%</b>  |
| <b>Operating Margin</b>          | <b>(320,026)</b> | <b>(395,001)</b> | <b>74,975</b>    | <b>19%</b>  |
| <b>Operating Margin %</b>        | <b>-13%</b>      | <b>-18%</b>      | <b>5%</b>        | <b>27%</b>  |
| <b>Non Operating Revenue</b>     | <b>164,257</b>   | <b>215,362</b>   | <b>(51,106)</b>  | <b>-24%</b> |
| <b>Net Income/(Loss)</b>         | <b>(155,769)</b> | <b>(179,639)</b> | <b>23,869</b>    | <b>13%</b>  |

\*Year to Date (10 months) Pension Liability per GASB

Pension includes Other Post Employment Benefits (OPEB) Expense

Internal Claims based on paid claims and estimated IBNR provided by third-party actuaries priced at 100% of Medicaid rates



# Balance Sheet for the Ten Months ending September 2019 (in thousands)

| <b>CCH - Balance Sheet Summary</b> | <b>Sept. 2019</b> | <b>Sept. 2018</b> | <b>Variance</b>  |
|------------------------------------|-------------------|-------------------|------------------|
| <b><u>Current Assets</u></b>       |                   |                   |                  |
| Cash and Cash equivalents          | 27,105            | 330,666           | (303,561)        |
| Property Taxes Receivable          | 63,219            | 69,572            | (6,353)          |
| Receivables                        | 421,445           | 298,186           | 123,259          |
| Inventory                          | 16,673            | 18,425            | (1,752)          |
| <b>Total Current Assets</b>        | <b>528,441</b>    | <b>716,848</b>    | <b>(188,407)</b> |
| Refundable Deposit                 | 55,000            | 50,000            | 5,000            |
| Intangible Assets                  | 19,661            | 23,033            | (3,371)          |
| Capital Assets                     | 489,575           | 440,037           | 49,538           |
| <b>Total Assets</b>                | <b>1,092,677</b>  | <b>1,229,918</b>  | <b>(137,240)</b> |
| <b><u>Deferred Outflow</u></b>     |                   |                   |                  |
| Deferred Outflow                   | 372,465           | 630,938           | (258,473)        |
| <b>Total Deferred Outflow</b>      | <b>372,465</b>    | <b>630,938</b>    | <b>(258,473)</b> |

Year to Date (10 months) Pension Liability per GASB  
Pension includes Other Post Employment Benefits (OPEB) Expense  
Internal Claims based on paid claims and estimated IBNR provided by third-party  
actuaries priced at 100% of Medicaid rates  
Cook County Health reflects a refundable deposit asset of \$50 million. The actual  
balance of this deposit may vary due to claims payment timing, however, replenishment  
of the deposit is reflected in Claims Payable on the balance sheet.

# Balance Sheet for the Ten Months ending September 2019 (in thousands)

| CCH - Balance Sheet Summary                   | Sept. 2019         | Sept. 2018         | Variance         |
|---|--------------------|--------------------|------------------|
| <b>Current Liabilities</b>                    |                    |                    |                  |
| Cash Due to Treasurer                         | -                  | -                  | -                |
| Accounts Payable                              | 158,217            | 197,865            | (39,648)         |
| Accrued Salaries, wages and other liabilities | 21,047             | 16,923             | 4,124            |
| Claims payable                                | 384,955            | 540,755            | (155,800)        |
| Compensated Absences                          | 6,676              | 6,654              | 22               |
| Pension Contribution Payable                  | 66,386             | 51,274             | 15,113           |
| Unearned revenue                              | 15,726             | 15,985             | (259)            |
| Due to State of Illinois                      | -                  | -                  | -                |
| Due to other county governmental funds        | 43                 | 43                 | -                |
| Due to others                                 | 6,994              | -                  | 6,994            |
| Self-insurance claims payable                 | 41,897             | 32,765             | 9,132            |
| <b>Total Current Liabilities</b>              | <b>701,942</b>     | <b>862,264</b>     | <b>(160,322)</b> |
| Compensated Absences                          | 37,829             | 37,705             | 124              |
| Self-insurance claims payable                 | 137,913            | 138,832            | (919)            |
| Reserve for tax objection suits               | 12,342             | 13,003             | (661)            |
| Net pension liability                         | 4,736,247          | 4,504,508          | 231,739          |
| <b>Total Liabilities</b>                      | <b>5,626,273</b>   | <b>5,556,311</b>   | <b>69,962</b>    |
| <b>Deferred Inflow</b>                        |                    |                    |                  |
| Deferred Inflow                               | 757,108            | 561,886            | 195,222          |
| <b>Total Deferred Inflow</b>                  | <b>757,108</b>     | <b>561,886</b>     | <b>195,222</b>   |
| <b>Net position</b>                           |                    |                    |                  |
| Contributed Capital                           | 500,687            | 445,806            | 54,881           |
| Unrestricted                                  | (5,418,925)        | (4,703,147)        | (715,778)        |
| <b>Total net position</b>                     | <b>(4,918,238)</b> | <b>(4,257,342)</b> | <b>(660,896)</b> |

Year to Date (10 months) Pension Liability per GASB  
Pension includes Other Post Employment Benefits (OPEB) Expense  
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actuaries priced at 100% of Medicaid rates  
Cook County Health reflects a refundable deposit asset of \$50 million. The actual  
balance of this deposit may vary due to claims payment timing, however, replenishment  
of the deposit is reflected in Claims Payable on the balance sheet.

Unaudited Financial Statement



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# Financial Metrics

| Metric  | As of<br>end<br>Sept.-18/<br>YTD | As of<br>end<br>Sept.-19/<br>YTD | CCH<br>Target | Best<br>Practice<br>Target |
|---|----------------------------------|----------------------------------|---------------|----------------------------|
| Days Cash On Hand                               | 44                               | 4*                               | 60            | 204.7                      |
| Operating Margin**                              | -5.5%                            | -11%                             | -5.4%         | 2.7%                       |
| Overtime as<br>Percentage of Gross<br>Salary*** | 7.4%                             | 7.6%                             | 5.0%          | 2.0%                       |
| Average Age of Plant<br>(Years)****             | 24.4                             | 23.2                             | 20            | 11.2                       |

\*Days C

\*\*Exclud

Center, Parkland Health & Hospital System, and UI Health. (*Best Practice Target*)-Moody's report, August 2017 2.7%

\*\*\*Overtime as percentage of Gross Salary – CCH target 5% , Moody's 2% Report, August 2017

\*\*\*\* Average age of plant (years) (*Best Practice Target*)-Moody's report, August 2017 11.2 years



# Revenue Cycle Metrics

| Metric  | Average FYTD 2019 | Aug.-19 | Sept.-19 | Oct.-19 | CCH Benchmark/Target | Best Practice Target |
|---|-------------------|---------|----------|---------|----------------------|----------------------|
| Average Days in Accounts Receivable<br><i>(lower is better)</i> | 98                | 103     | 96       | 91      | 45.85 – 54.9*        | 47.8**               |
| Discharged Not Finally Billed Days<br><i>(lower is better)</i>  | 11                | 13      | 12       | 13      | 7                    | 5*                   |
| Claims Initial Denials Percentage<br><i>(lower is better)</i>   | 20%               | 19%     | 21%      | 22%     | 20%                  | 5-10%*<br>**         |

## Definitions:

**Average Days in Accounts Receivable:** Total accounts receivable over average daily revenue

**Discharged Not Finally Billed Days:** Total charges of discharge not finally billed over average daily revenue

**Claims Initial Denials Percentage:** Percentage of claims denied initially compared to total claims submitted.

\* Source HFMA Key Hospital Statistics and Ratio Margins – Posted 2014

\*\* (Best Practice Target)-Moody's report, August 2017 47.8 days

\*\*\* (Best Practice Target)-American Academy of Family Physicians, 5-10% industry average





# Provider of Care Services Financial and Operational Statistics



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# CCH Provider - Income Statement for the Ten Months ending September 2019 (in thousands)

| CCH Providers                    | Year-To-Date     |                  | Variance        |             |
|----------------------------------|------------------|------------------|-----------------|-------------|
|                                  | Actual           | Budget           | \$              | %           |
| <b><u>Operating Revenue</u></b>  |                  |                  |                 |             |
| Net Patient Service Revenue      | 561,504          | 597,446          | (35,942)        | -6%         |
| Cook County Access Payments      | 55,054           | 55,054           | -               | 0%          |
| Other Revenue                    | 11,936           | 9,317            | 2,619           | 28%         |
| <b>Total Operating Rev</b>       | <b>628,494</b>   | <b>661,817</b>   | <b>(33,323)</b> | <b>-5%</b>  |
| <b><u>Operating Expenses</u></b> |                  |                  |                 |             |
| Salaries & Benefits              | 462,513          | 469,275          | 6,762           | 1%          |
| Overtime                         | 33,377           | 25,428           | (7,948)         | -31%        |
| Contracted Labor                 | 49,421           | 23,633           | (25,787)        | -109%       |
| Pension*                         | 75,261           | 228,624          | 153,363         | 67%         |
| Supplies & Materials             | 40,139           | 58,806           | 18,667          | 32%         |
| Pharmaceutical Supplies          | 75,394           | 59,021           | (16,373)        | -28%        |
| Purch. Svs., Rental, Oth.        | 149,916          | 177,050          | 27,133          | 15%         |
| Insurance Expense                | 21,645           | -                | (21,645)        | n/a         |
| Depreciation                     | 17,923           | 17,923           | -               | 0%          |
| Utilities                        | 8,050            | 8,108            | 57              | 1%          |
| <b>Total Operating Exp</b>       | <b>933,639</b>   | <b>1,067,868</b> | <b>134,229</b>  | <b>13%</b>  |
| <b>Operating Margin</b>          | <b>(305,146)</b> | <b>(406,051)</b> | <b>100,906</b>  | <b>25%</b>  |
| <b>Operating Margin %</b>        | <b>-49%</b>      | <b>-61%</b>      | <b>13%</b>      | <b>21%</b>  |
| <b>Non Operating Revenue</b>     | <b>75,627</b>    | <b>119,968</b>   | <b>(44,340)</b> | <b>-37%</b> |
| <b>Net Income/(Loss)</b>         | <b>(229,518)</b> | <b>(286,083)</b> | <b>56,566</b>   | <b>20%</b>  |

\*Year to Date (10 months) Pension Liability per GASB

Pension includes Other Post Employment Benefits (OPEB) Expense

Internal Claims based on paid claims and estimated IBNR provided by third-party

actuaries priced at 100% of Medicaid rates



# CCH as a Provider - Revenue Statement for the Ten Months ending September 2019 (in thousands)

| <b>CCHHS Providers</b>   | <b>Year-To-Date<br/><i>Actual</i></b> |
|--|---------------------------------------|
| <b>Gross Revenue</b>   | <b>1,440,983</b>                      |
| <b><u>Adjustments</u></b>  |                                       |
| Contractual Adjustments  | (443,666)                             |
| Charity Adjustments  | (428,172)                             |
| <b>Total Adjustment</b>  | <b>(871,838)</b>                      |
| <b>Gross NPSR</b>  | <b>569,145</b>                        |
| <b>Bad Debt Allowance</b>  | <b>(325,801)</b>                      |
| <b>Adjusted NPSR</b>   | <b>243,344</b>                        |
| <b>GME</b>   | <b>77,295</b>                         |
| <b>DSH</b>   | <b>130,583</b>                        |
| <b>BIPA</b>  | <b>110,281</b>                        |
| <b>Adjusted NPSR plus GME, DSH, and BIPA</b>                         | <b>561,504</b>                        |
| <b>Adjusted NPSR plus GME, DSH, and BIPA as a % of Gross Revenue</b> | <b>39%</b>                            |

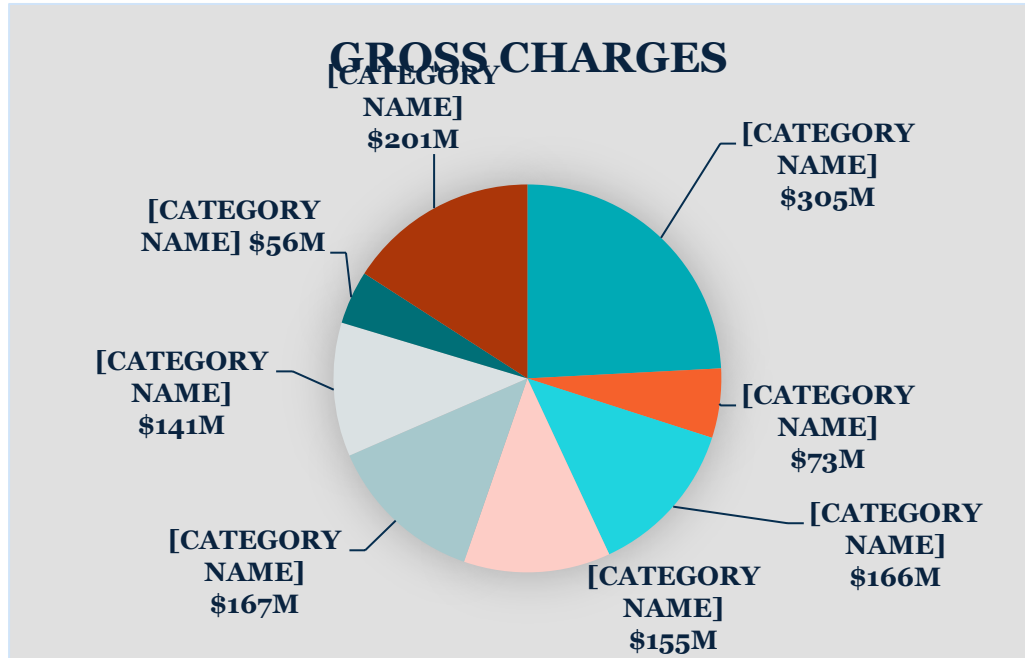




# Clinical Activity Observations

- Primary Care visits are up by 11% versus FY18, and up 5% versus FY19 target
- Specialty Care visits are up by 7% versus FY18 up 2% versus FY19 target
- Surgical Cases are down by 4% versus FY18, and down 10% versus FY19 target
- Inpatient Discharges are down 4% versus FY18
- Length of Stay is up 1% versus FY18, and up 1% versus FY19 target
- Emergency Department visits are down 1% versus FY18
- Deliveries are up by 5% versus FY18, and down 6% versus FY19 target
- Case Mix Index is up by 6% versus FY2018

# Stroger Operations Overview for the Ten Months ending Sept. 2019



## Comments:

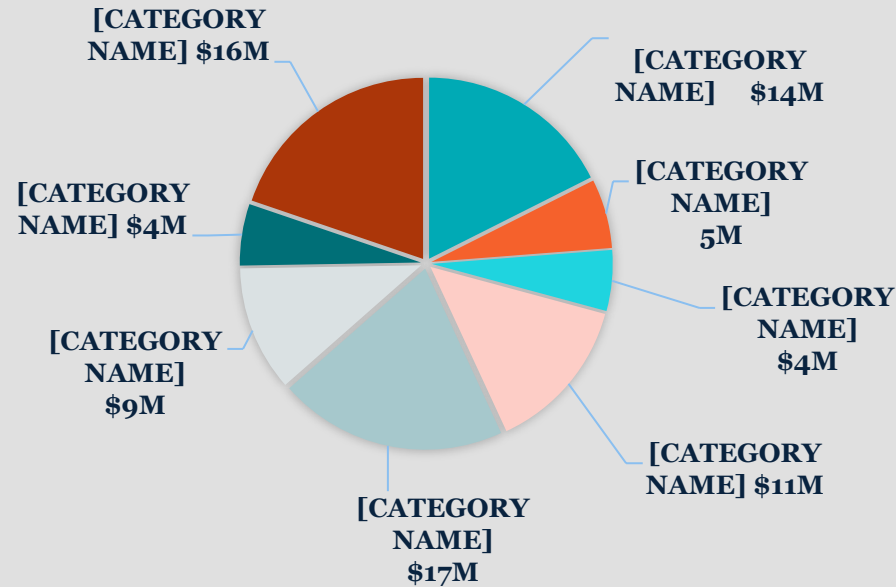
- Sustained growth primary and specialty care provider visits on track to exceed FY2019 targets
- Targeted efforts to improve surgical volumes is ongoing, focused on improving throughput and expediting equipment purchases
- Focused efforts on reviewing observation days
- Focused efforts on reviewing long stay admissions

| Inpatient/Observation-FYTD                     |         |             |         |
|--|---------|-------------|---------|
| Measure  | FY2019  | FYTD Target | FY2018  |
| Inpatient Discharges                           | 14,259  | 14,660      | 14,830  |
| - Long Stay Admissions                         | 3,040   | 2,970       | 2,997   |
| - One Day Admissions                           | 811     | 830         | 827     |
| Inpatient Days                                 | 73,989  | 71,960      | 73,244  |
| Observation Discharges                         | 8,796   | 8,570       | 8,582   |
| Observation Days (Observation Discharge)       | 17,124  | 15,660      | 16,636  |
| Avg LOS (Inpatient Discharge)                  | 5.7     | 5.6         | 5.6     |
| Average Daily Census (Inpatient & Observation) | 299.7   | 294.5       | 295.7   |
| Surgical Cases                                 | 10,117  | 10,810      | 10,356  |
| Radiology Tests                                | 35,784  | 35,482      | 35,482  |
| Deliveries                                     | 872     | 910         | 833     |
| Emergency- FYTD                                |         |             |         |
| Measure  | FY2019  | FYTD Target | FY2018  |
| Emergency Visits (includes LWBS & Trauma)      | 99,542  | 101,450     | 100,549 |
| Adult Emergency Visits                         | 82,504  | 83,549      | 83,660  |
| Peds Emergency Visits                          | 5,730   | 5,721       | 5,822   |
| Trauma Visits                                  | 5,890   | 5,593       | 5,752   |
| LWBS   | 5,418   | 3,999       | 5,315   |
| Radiology Tests                                | 83,578  | 84,482      | 84,482  |
| Outpatient Clinic- FYTD                        |         |             |         |
| Measure  | FY2019  | FYTD Target | FY2018  |
| Total Registrations*                           | 483,885 | 468,360     | 451,625 |
| Total Provider Visits*                         | 297,251 | 286,190     | 278,709 |
| Specialty/Diagnostic/Procedure Provider Visits |         |             |         |
| Austin (AH)                                    | 4,572   | 4,730       | 4,707   |
| Core Specialty                                 | 8,138   | 8,720       | 8,269   |
| Hospital - Based                               | 17,353  | 17,190      | 17,097  |
| Specialty Care / Fantus / Professional Bldg    | 207,464 | 200,640     | 196,240 |
| Total  | 237,527 | 231,280     | 226,313 |
| Primary Care Provider Visits                   |         |             |         |
| Core   | 11,207  | 11,520      | 10,908  |
| Core Peds                                      | 452     | 490         | 469     |
| GMC  | 43,594  | 39,150      | 37,451  |
| Peds   | 4,087   | 3,750       | 3,568   |
| Total  | 59,340  | 54,910      | 52,396  |



# Provident Operations Overview for the Ten Months ending September 2019

## GROSS CHARGES



### Comments:

- Sustained growth in primary care and specialty care provider visits on track to exceed FY2019 targets
- Leadership reviewing left without being seen in Emergency Dept.
- Leadership reviewing observation stays.
- Sustained growth of ambulatory activity at Sengstacke

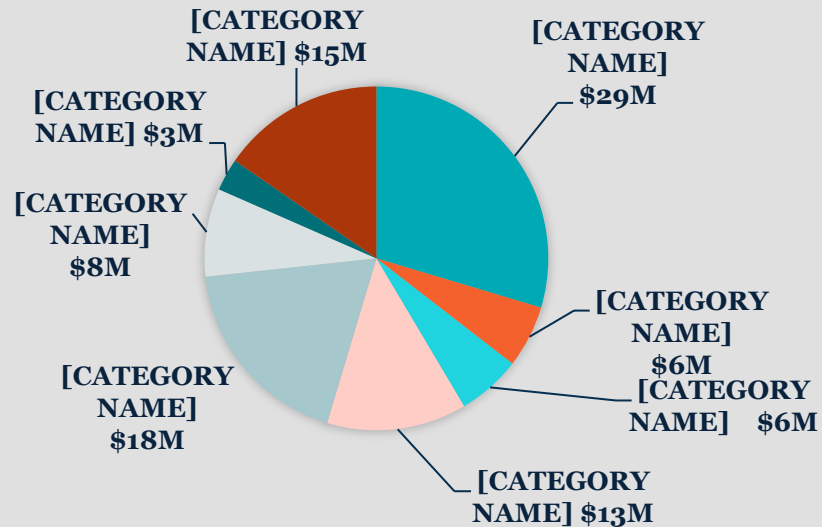


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| Inpatient/Observation-FYTD                                   |        |                |        |
|--|--------|----------------|--------|
| Measure  | FY2019 | Monthly Target | FY2018 |
| Inpatient Discharges   | 454    | 490            | 483    |
| - Long Stay Admissions                                       | 94     | 100            | 100    |
| - One Day Admissions   | 34     | 30             | 30     |
| Inpatient Days   | 2,807  | 2,500          | 2,545  |
| Observation Discharges                                       | 596    | 520            | 539    |
| Observation Days (Observation Discharge)                     | 1,304  | 1,030          | 1,127  |
| Avg LOS (Inpatient Discharge)                                | 5.7    | 5.4            | 5.4    |
| Average Daily Census (Inpatient & Observation)               | 13.5   | 12             | 12.1   |
| Surgical Cases   | 2,027  | 3,030          | 2,304  |
| Radiology Tests  | 340    | 258            | 258    |
| Emergency- FYTD  |        |                |        |
| Measure  | FY2019 | Monthly Target | FY2018 |
| Emergency Visits (including LWBS)                            | 25,065 | 27,360         | 25,927 |
| Adult Emergency Visits                                       | 22,174 | 24,050         | 22,825 |
| Peds Emergency Visits  | 1,212  | 1,480          | 1,421  |
| LWBS   | 1,679  | 1,090          | 1,681  |
| Radiology Tests  | 13,534 | 13,838         | 13,838 |
| Outpatient Clinic- FYTD                                      |        |                |        |
| Measure  | FY2019 | Monthly Target | FY2018 |
| Total Registrations  | 75,048 | 74,480         | 70,610 |
| Amb of Prov - Specialty/Diagnostic/Procedure Provider Visits | 1,288  | 2,028          | 1,996  |
| Sengstacke - Specialty/Diagnostic/Procedure Provider Visits  | 30,720 | 27,845         | 26,625 |
| Sengstacke Primary   | 14,638 | 13,950         | 13,298 |
| Sengstacke Primary Peds                                      | 778    | 630            | 509    |
| Radiology Tests  | 8,534  | 9,576          | 9,576  |

# ACHN Operations Overview for the Ten Months ending September 2019

## GROSS CHARGES



### Comments :

- Sustained growth trends in Primary care and Specialty care provider visits on track to exceed FY2019 targets
- Leadership continues to focus on initiatives including patient access

and increasing specialty care availability at clinics

| CCHC Total- FYTD                           |         |             |         |
|--|---------|-------------|---------|
| Measure                                    | FY2019  | FYTD Target | FY2018  |
| Total Registrations                        | 239,114 | 219,230     | 208,175 |
| Total Provider Visits                      | 155,983 | 148,350     | 142,102 |
| CCHC Primary- FYTD                         |         |             |         |
| Measure                                    | FY2019  | FYTD Target | FY2018  |
| Arlington Heights (AR)/Vista (VH)          | 11,138  | 9,810       | 9,460   |
| Austin (AH)                                | 11,211  | 11,320      | 10,733  |
| Child Advocacy                             | 431     | 470         | 468     |
| Cicero (CH)                                | 9,386   | 9,570       | 9,207   |
| Cottage Grove (CG)                         | 8,612   | 8,340       | 7,980   |
| Englewood (EH)                             | 12,230  | 10,530      | 9,989   |
| Logan Square (LS)                          | 13,121  | 12,030      | 11,379  |
| Morton East (ME)                           | 717     | 780         | 705     |
| Near South (NS)                            | 12,707  | 12,630      | 12,180  |
| OFHC (OF)                                  | 13,909  | 13,010      | 12,653  |
| Prieto (PH)                                | 16,552  | 14,630      | 14,182  |
| Robbins (RH)                               | 9,296   | 8,690       | 8,392   |
| Woodlawn (WH)                              | 9,762   | 8,880       | 8,470   |
| Total Primary Care Provider Visits         | 129,072 | 120,690     | 115,798 |
| CCHC Specialty/Diagnostic/Procedure - FYTD |         |             |         |
| Measure                                    | FY2019  | FYTD Target | FY2018  |
| Austin (AH)                                | 355     | 390         | 385     |
| CDPH                                       | 9,734   | ---         | ---     |
| Cicero (CH)                                | 666     | 860         | 848     |
| Logan Square (LS)                          | 537     | 810         | 770     |
| Morton East (ME)                           | 99      | 90          | 86      |
| OFHC (OF)                                  | 24,598  | 25,440      | 24,180  |
| Oral Health (OH)                           | 8,727   | 4,410       | 4,247   |
| Total Specialty Care Provider Visits       | 44,716  | 32,000      | 30,516  |

\*excludes Stroger Specialty Care, CORE, Stroger-Hospital Based Clinics, Sengstacke GMC & Psych, Austin Behavioral Health, and assuming all registrations are provider visits



# CountyCare Health Plan Financial and Operational Statistics



COOK COUNTY  
**HEALTH**



# Income Statement for the Ten Months ending September 2019 (in thousands)

|   | Year to Date     |                  |                  |
|---|------------------|------------------|------------------|
|   | Actual           | Budget           | Variance         |
| Member Months                           | 3,198            | 3,450            | (252)            |
| <b>Revenue</b>                          |                  |                  |                  |
| PMPM                                    | 1,466,160        | 1,551,372        | (85,212)         |
| Hospital Supplemental Access Payments   | 345,710          | 345,710          | 0                |
| <b>Total Revenue</b>                    | <b>1,811,870</b> | <b>1,897,082</b> | <b>(85,212)</b>  |
| <b>Expense</b>                          |                  |                  |                  |
| <b>Total Admin Expenses</b>             | <b>66,246</b>    | <b>69,426</b>    | <b>3,180</b>     |
| <b>CCH Clinical Expenses</b>            |                  |                  |                  |
| Claims                                  | 99,601           | 201,638          | 102,037          |
| Pharmacy Claims                         | 13,695           | 30,580           | 16,885           |
| Care Management                         | 9,620            | -                | (9,620)          |
| <b>Total CCH Clinical Expenses</b>      | <b>122,917</b>   | <b>232,218</b>   | <b>109,302</b>   |
| <b>External Clinical Expenses</b>       |                  |                  |                  |
| Claims                                  | 910,718          | 792,311          | (118,408)        |
| Hospital Supplemental Access Pmt        | 345,710          | 345,710          | -                |
| Pharmacy Claims                         | 252,136          | 271,098          | 18,962           |
| Care Management                         | 34,180           | 65,645           | 31,465           |
| Care Management Analytics               | 6,020            | 9,500            | 3,480            |
| Dental Claims                           | 30,694           | 34,724           | 4,029            |
| Transportation Claims                   | 13,983           | 32,390           | 18,407           |
| Optical Claims                          | 5,633            | 4,017            | (1,616)          |
| Member Incentives                       | 2,921            | 3,050            | 129              |
| <b>Total External Clinical Expenses</b> | <b>1,601,996</b> | <b>1,558,444</b> | <b>(43,552)</b>  |
| <b>Total Clinical Expenses</b>          | <b>1,724,912</b> | <b>1,790,662</b> | <b>65,750</b>    |
| <b>Total Expenses</b>                   | <b>1,791,158</b> | <b>1,860,088</b> | <b>68,930</b>    |
| Net Income Before Rate Adjustment       | 20,712           | 36,994           | (16,282)         |
| Medical Loss Ratio (MLR)                | 95%              | 94%              | -1%              |
| Net Income Before Prior Period Adj/IGT  | 20,712           | 36,994           | (16,282)         |
| IGT                                     | 27,009           | 33,248           | (6,239)          |
| Amortization                            | 7,731            | 7,731            | -                |
| Net Income After IGT And Amortization   | (14,028)         | (3,985)          | (10,043)         |
| <b>Total CCH Impact</b>                 | <b>143,628</b>   | <b>269,212</b>   | <b>(125,584)</b> |

\*Internal Claims based on paid claims and estimated IBNR provided by third-party actuaries priced at 100% of Medicaid rates

\*\*Cook County Health reflects a refundable deposit asset of \$50 million. The actual balance of this deposit may vary due to claims payment timing, however, replenishment of the deposit is reflected in Claims Payable on the balance sheet.



# CountyCare – Observations and CCH Reimbursement Rates

## Comments:

- CountyCare contributes \$144M to CCH through internal capture of CountyCare business at CCH
- CountyCare Medical Loss Ratio is better than National and Regional, sustained at 95% YTD
- Total membership was 318,857 as of September 2019
- Working with CCH leadership to increase CountyCare members access to clinical services at CCH facilities



# Correctional Health Services Financial and Operational Statistics



COOK COUNTY  
**HEALTH**

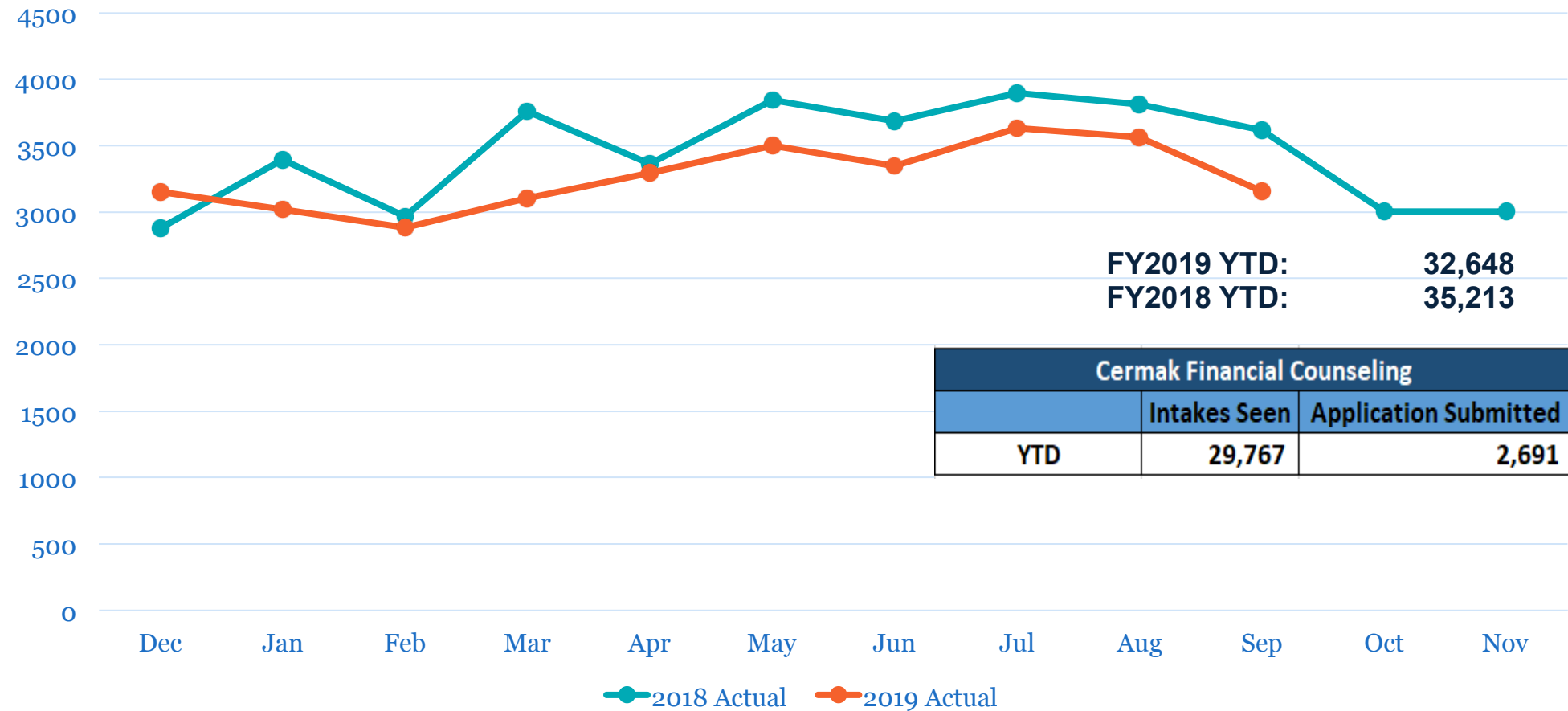
# Income Statement for the Ten Months ending September 2019 (in thousands)

| Correctional Health Services     | Year-To-Date    |                 | Variance       |            |
|----------------------------------|-----------------|-----------------|----------------|------------|
|                                  | Actual          | Budget          | \$             | %          |
| Total Operating Rev              | 154             | -               | 154            | 0%         |
| <b><u>Operating Expenses</u></b> |                 |                 |                |            |
| Salaries & Benefits              | 50,356          | 56,775          | 6,419          | 11%        |
| Overtime                         | 5,390           | 4,029           | (1,361)        | -34%       |
| Contracted Labor                 | 108             | 52              | (56)           | -107%      |
| Pension*                         | 8,123           | 19,996          | 11,873         | 59%        |
| Supplies & Materials             | 641             | 758             | 117            | 15%        |
| Pharmaceutical Supplies          | 7,684           | 8,333           | 650            | 8%         |
| Purch. Svs., Rental, Oth.        | 9,289           | 9,422           | 133            | 1%         |
| Insurance Expense                | 309             | -               | (309)          | n/a        |
| Depreciation                     | 86              | 86              | -              | 0%         |
| <b>Total Operating Exp</b>       | <b>81,987</b>   | <b>99,451</b>   | <b>17,464</b>  | <b>18%</b> |
| <b>Operating Margin</b>          | <b>(81,833)</b> | <b>(99,451)</b> | <b>17,619</b>  | <b>18%</b> |
| <b>Operating Margin %</b>        | <b>na</b>       | <b>na</b>       | <b>na</b>      | <b>na</b>  |
| <b>Non Operating Revenue</b>     | <b>80,406</b>   | <b>82,744</b>   | <b>(2,337)</b> | <b>-3%</b> |
| <b>Net Income/(Loss)</b>         | <b>(1,426)</b>  | <b>(16,708)</b> | <b>15,281</b>  | <b>91%</b> |



# Correctional Health Operation Overview for the Ten Months ending September 2019

## Total Intakes



### Comments:

- 91% of intakes are screened by financial counselling to ensure continuity of coverage



# Cook County Dept. of Public Health Financial and Operational Statistics



COOK COUNTY  
**HEALTH**

# Income Statement for the Ten Months ending September 2019 (in thousands)

| COOK COUNTY<br>PUBLIC HEALTH     | Year-To-Date |          | Variance |       |
|----------------------------------|--------------|----------|----------|-------|
|                                  | Actual       | Budget   | \$       | %     |
| <b>Total Operating Rev</b>       | 956          | 1,517    | (561)    | -37%  |
| <b><u>Operating Expenses</u></b> |              |          |          |       |
| Salaries & Benefits              | 7,411        | 8,616    | 1,205    | 14%   |
| Overtime                         | 25           | 6        | (20)     | -340% |
| Contracted Labor                 | 115          | 15       | (100)    | -656% |
| Pension*                         | 1,167        | 2,781    | 1,614    | 58%   |
| Supplies & Materials             | 12           | 97       | 85       | 87%   |
| Purch. Svs., Rental, Oth.        | 324          | 2,029    | 1,705    | 84%   |
| Insurance Expense                | 53           | -        | (53)     | n/a   |
| Depreciation                     | 2            | 2        | -        | 0%    |
| Utilities                        | -            | 83       | 83       | 100%  |
| <b>Total Operating Exp</b>       | 9,109        | 13,629   | 4,520    | 33%   |
| <b>Operating Margin</b>          | (8,153)      | (12,112) | 3,959    | 33%   |
| <b>Operating Margin %</b>        | na           | na       | na       | na    |
| <b>Non Operating Revenue</b>     | 1,167        | 1,455    | (288)    | -20%  |
| <b>Net Income/(Loss)</b>         | (6,986)      | (10,658) | 3,671    | 34%   |



# CCDPH Operation Overview for the Ten Months ending September 2019

|                           | Program Title             | Metric   | YTD Thru Sept. 19  | FY19 Target |
|---------------------------|---------------------------|--|--------------------|-------------|
| Public Health             | Administration            | Percent of high-risk infant APORS (Adverse Pregnancy Outcome Reporting System) referrals received that are contacted for follow-up by the Public Health Nurse within 14 calendar days of referral      | 100%               | 85%         |
|                           |                           | Cost per county residents served   | \$5.71             | \$5.71      |
|                           | Environmental Health      | Cost per Inspection  | \$208.56           | \$208.56    |
|                           |                           | Time from receipt of Chlamydia or gonorrhea report to field (days)   | 7                  | 5           |
|                           | Communicable Diseases     | Percent of food establishments with isolated illness complaints within a contracted community or unincorporated Suburban Cook County that are inspected within 2 business days of receipt of complaint | 100%               | 100%        |
|                           | Program Title             | Metric   | YTD Thru August 19 | FY19 Target |
| Lead Poisoning Prevention | Lead Poisoning Prevention | Percentage of cases with elevated blood levels visited within the timeline provided in protocols   | 72%                | 90%         |
|                           |                           | Percentage of cases with elevated blood lead levels who receive  |                    |             |
| TB Program                | Program Title             | Metric   | YTD Thru August 19 | FY19 Target |
|                           | TB Program                | Number of completed Direct Observation Treatments (DOT)  | 94%                | 91%         |

# CCH Administration Financial Statements



# Income Statement for the Ten Months ending September 2019 (in thousands)

| <u>Administration</u>            | Year-To-Date    |                 | Variance      |            |
|----------------------------------|-----------------|-----------------|---------------|------------|
|                                  | <i>Actual</i>   | <i>Budget</i>   | \$            | %          |
| <b><u>Operating Expenses</u></b> |                 |                 |               |            |
| Salaries & Benefits              | 29,719          | 31,756          | 2,036         | 6%         |
| Overtime                         | 241             | 142             | (99)          | -70%       |
| Contracted Labor                 | 5,596           | 1,890           | (3,706)       | -196%      |
| Pension*                         | 4,711           | 15,476          | 10,764        | 70%        |
| Supplies & Materials             | 174             | 519             | 345           | 66%        |
| Purch. Svs., Rental, Oth.        | 1,285           | 10,513          | 9,228         | 88%        |
| Insurance Expense                | 227             | -               | (227)         | n/a        |
| Depreciation                     | 3,178           | 3,178           | -             | 0%         |
| <b>Total Operating Exp</b>       | <b>45,131</b>   | <b>63,472</b>   | <b>18,341</b> | <b>29%</b> |
| <b>Operating Margin</b>          | <b>(45,131)</b> | <b>(63,472)</b> | <b>18,341</b> | <b>29%</b> |
| <b>Non Operating Revenue</b>     | <b>4,711</b>    | <b>8,096</b>    | <b>3,385</b>  | <b>42%</b> |
| <b>Net Income/(Loss)</b>         | <b>(40,420)</b> | <b>(55,377)</b> | <b>14,956</b> | <b>27%</b> |

Unaudited Financial Statement





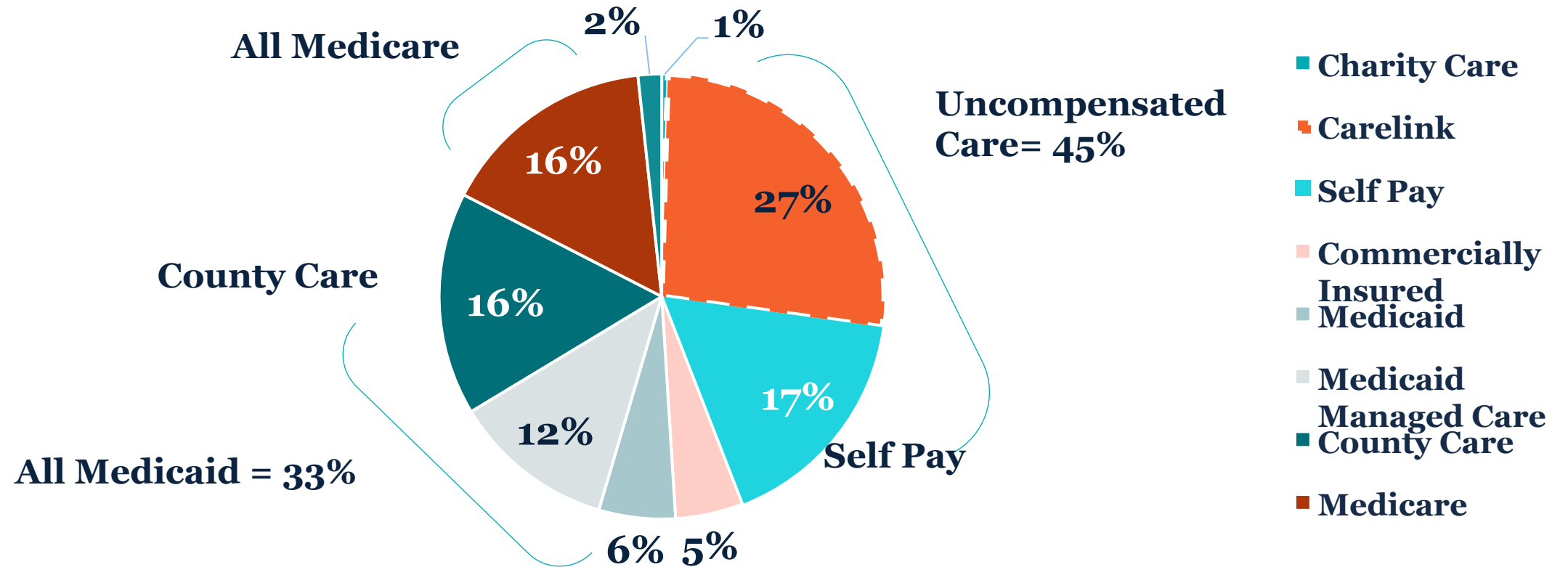
# Appendix

## System-wide Volumes / Stats

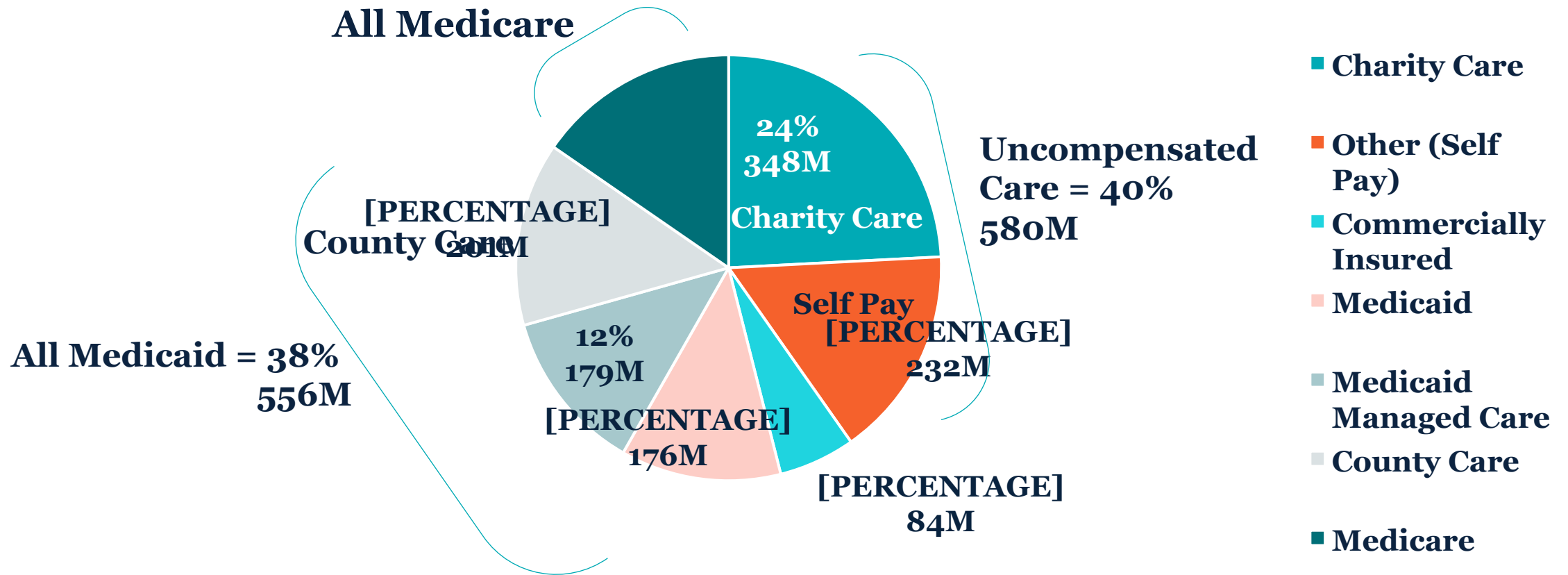


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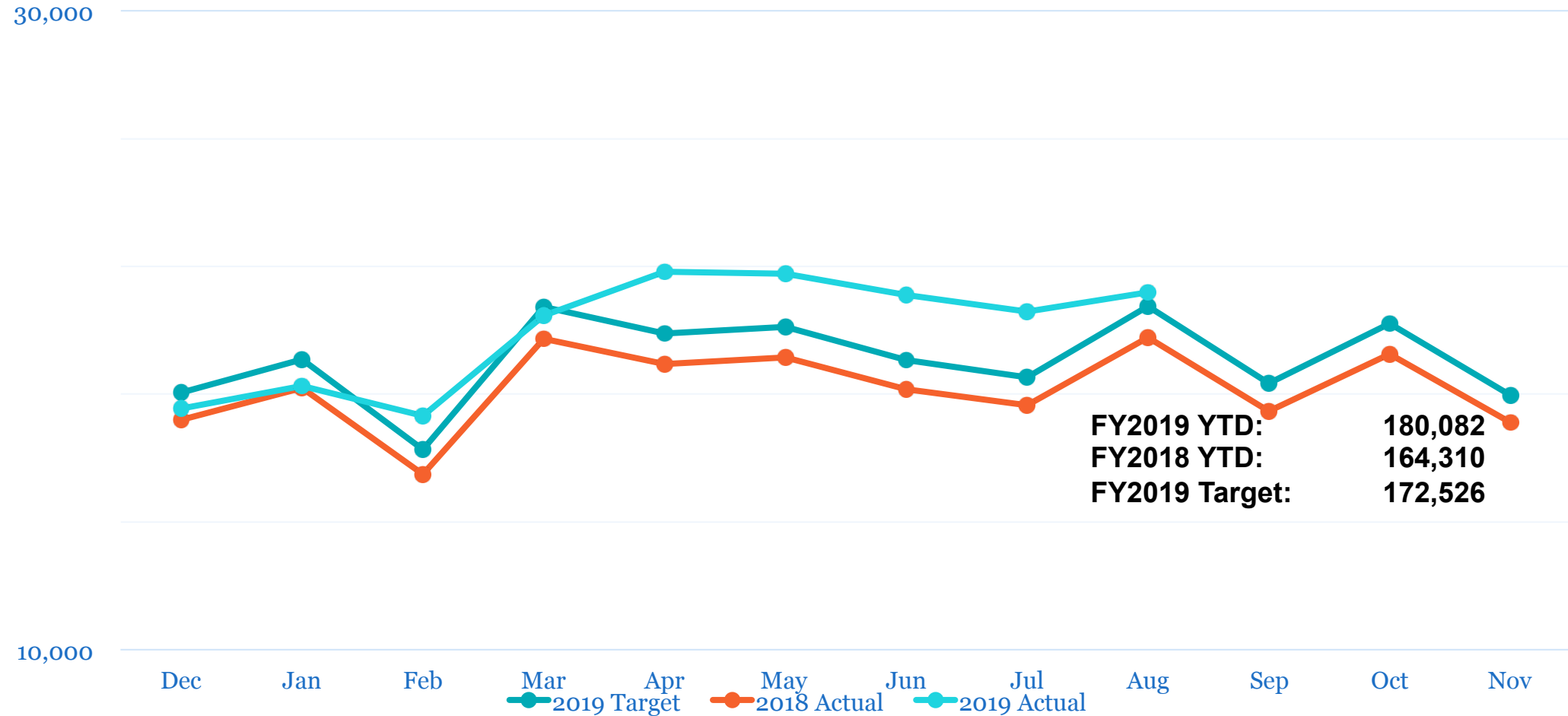
# System Payor Mix By Visit as of September 2019



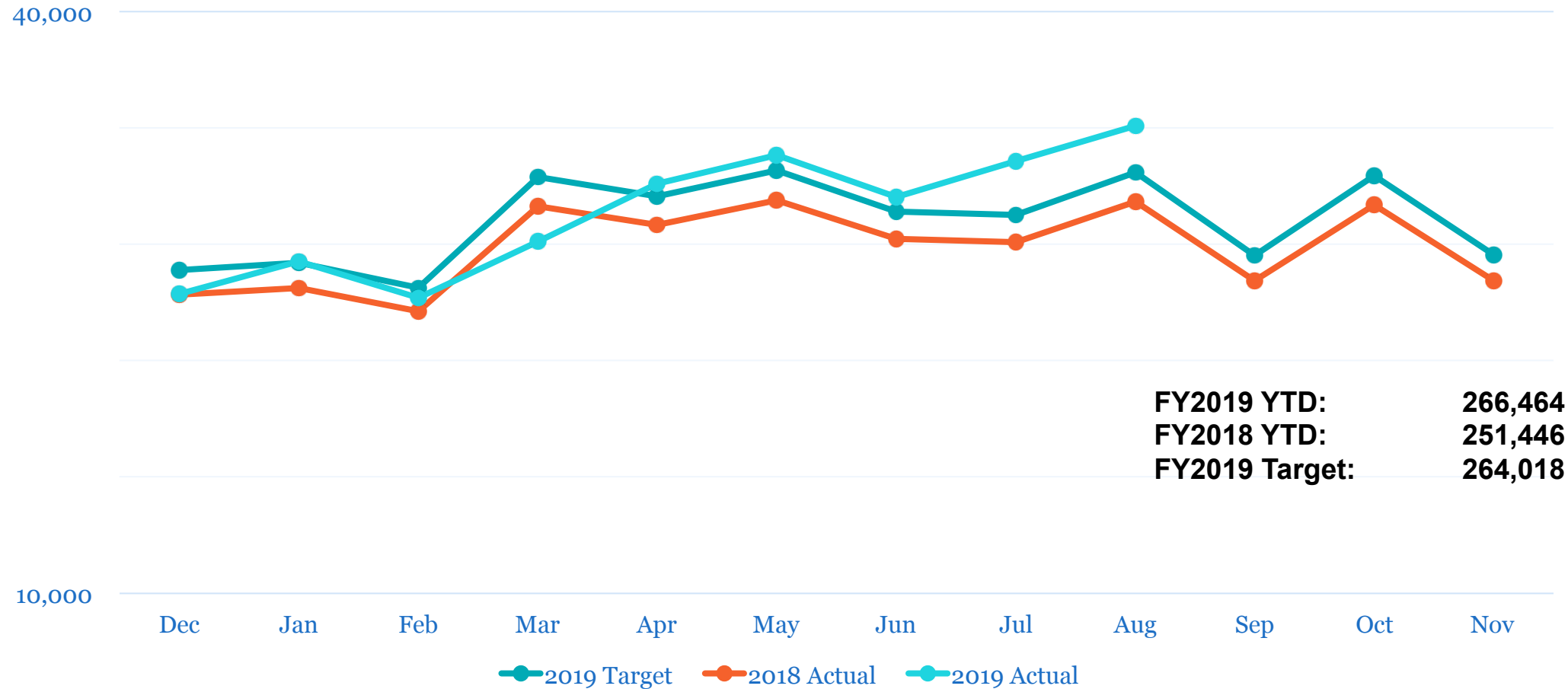
# System Payor Mix By Charges as of September 201



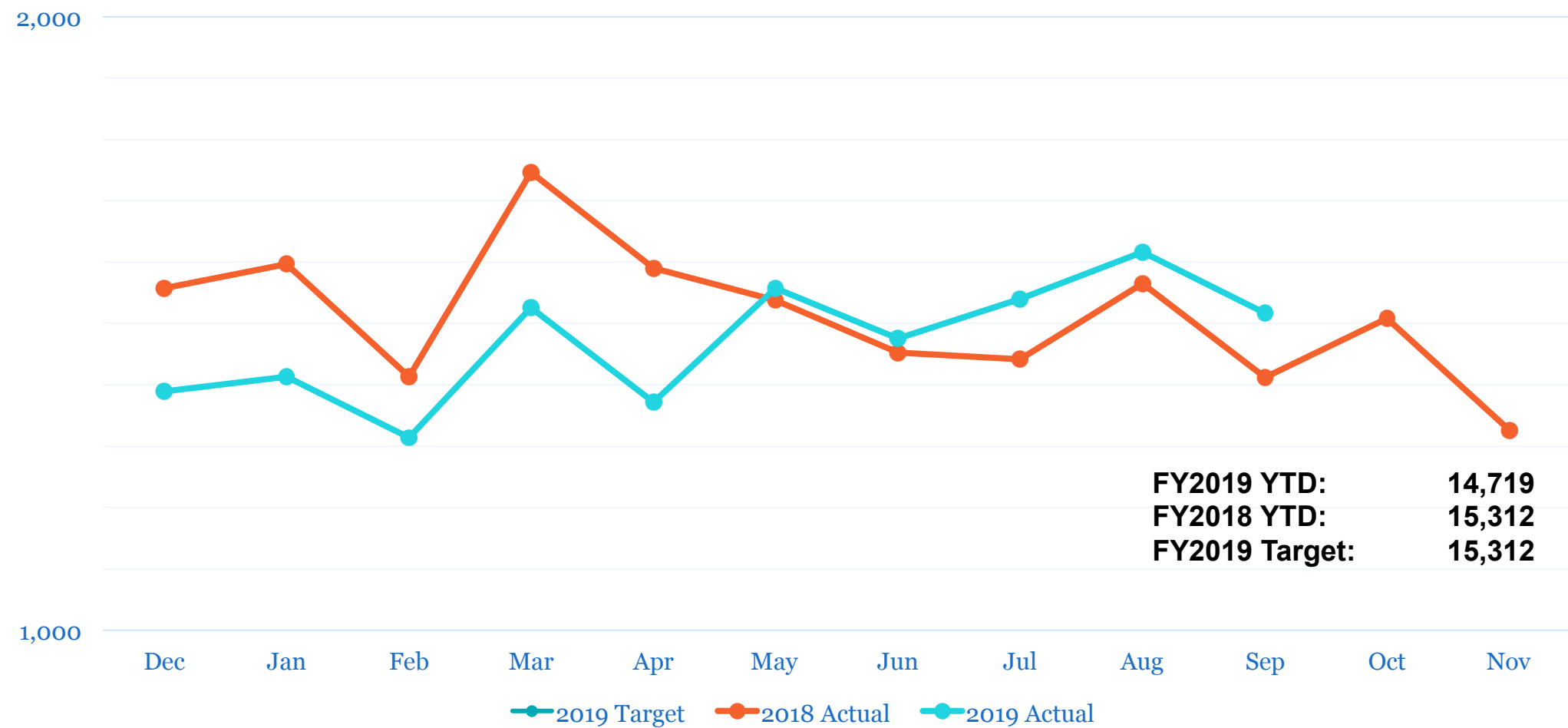
# Primary Care Provider Visits



# Specialty Care Provider Visits

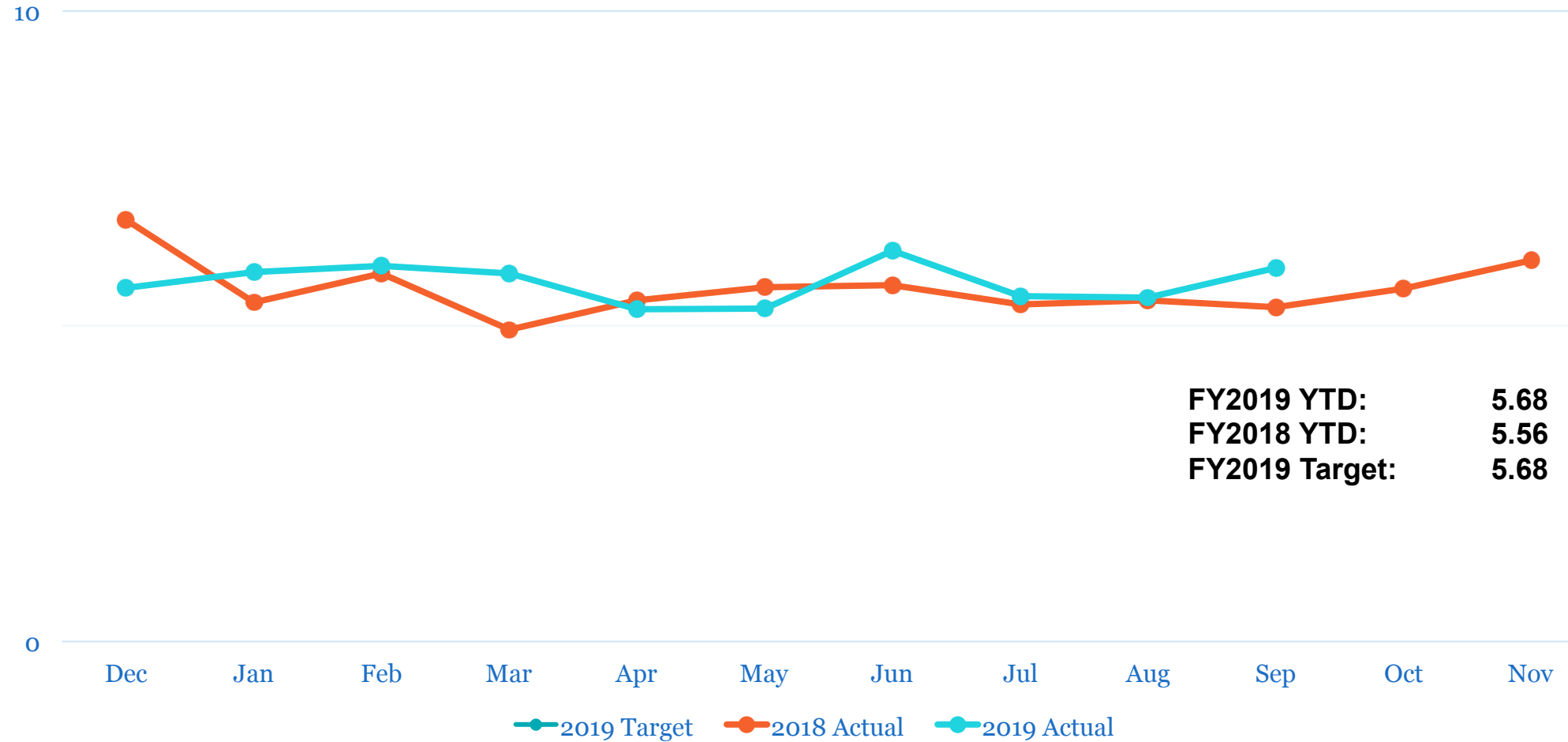


# Total Inpatient Discharges

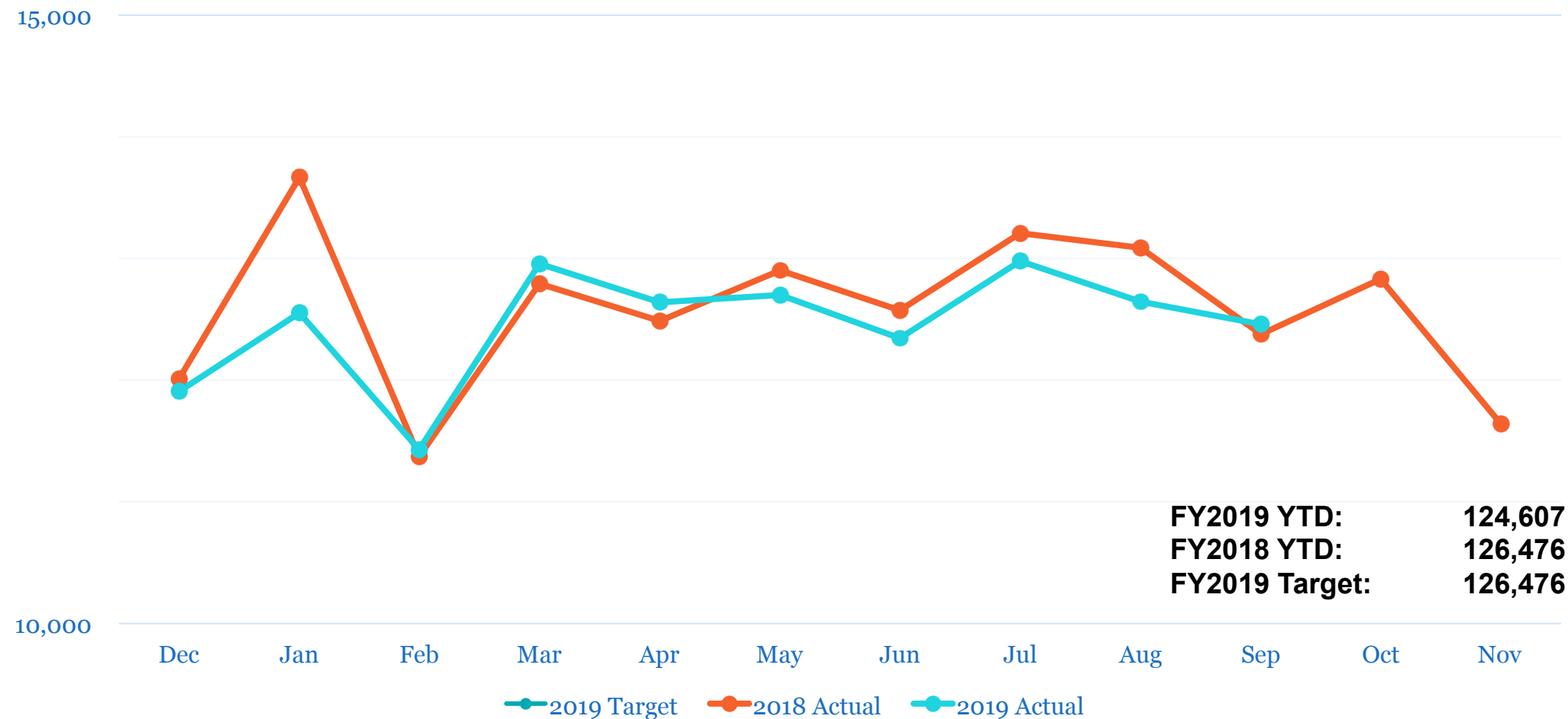




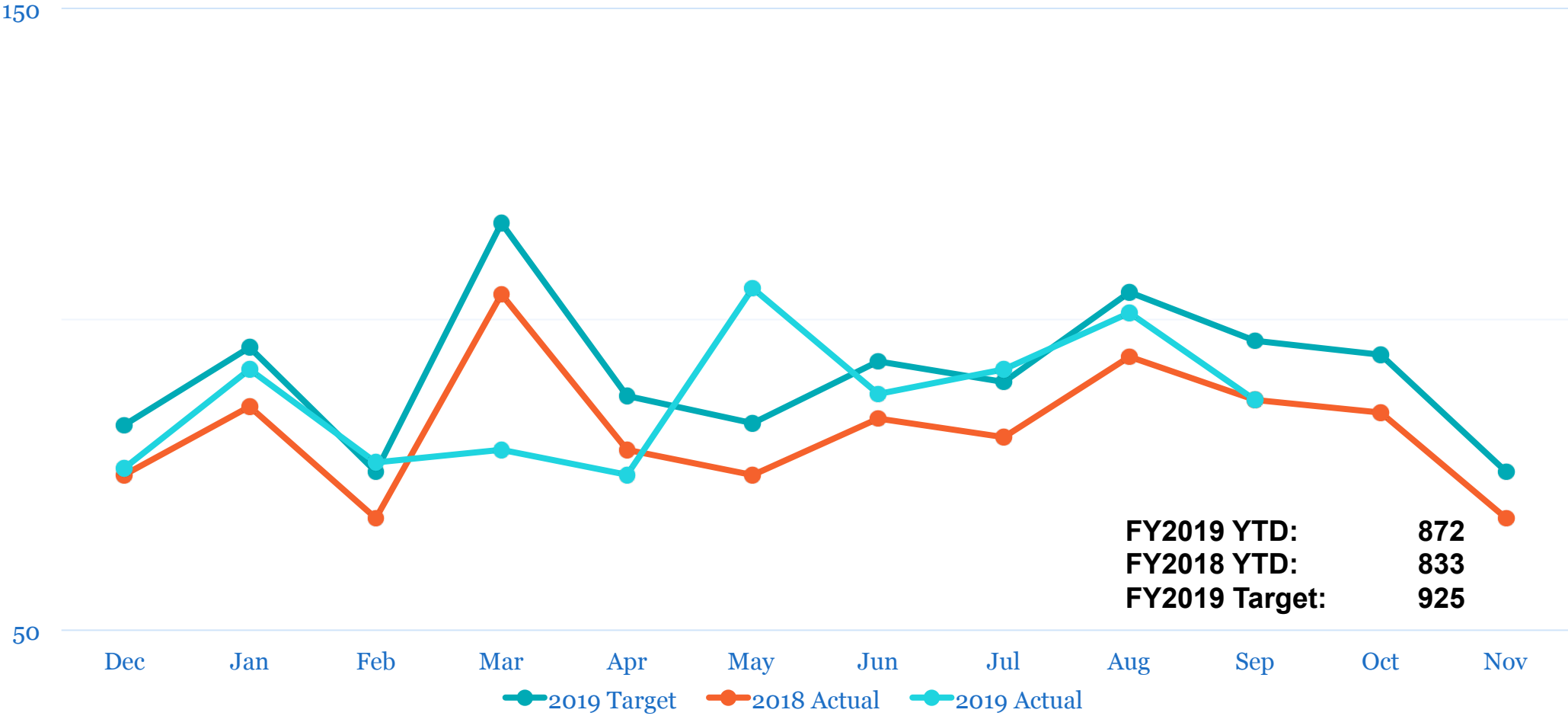
# Average Length of Stay



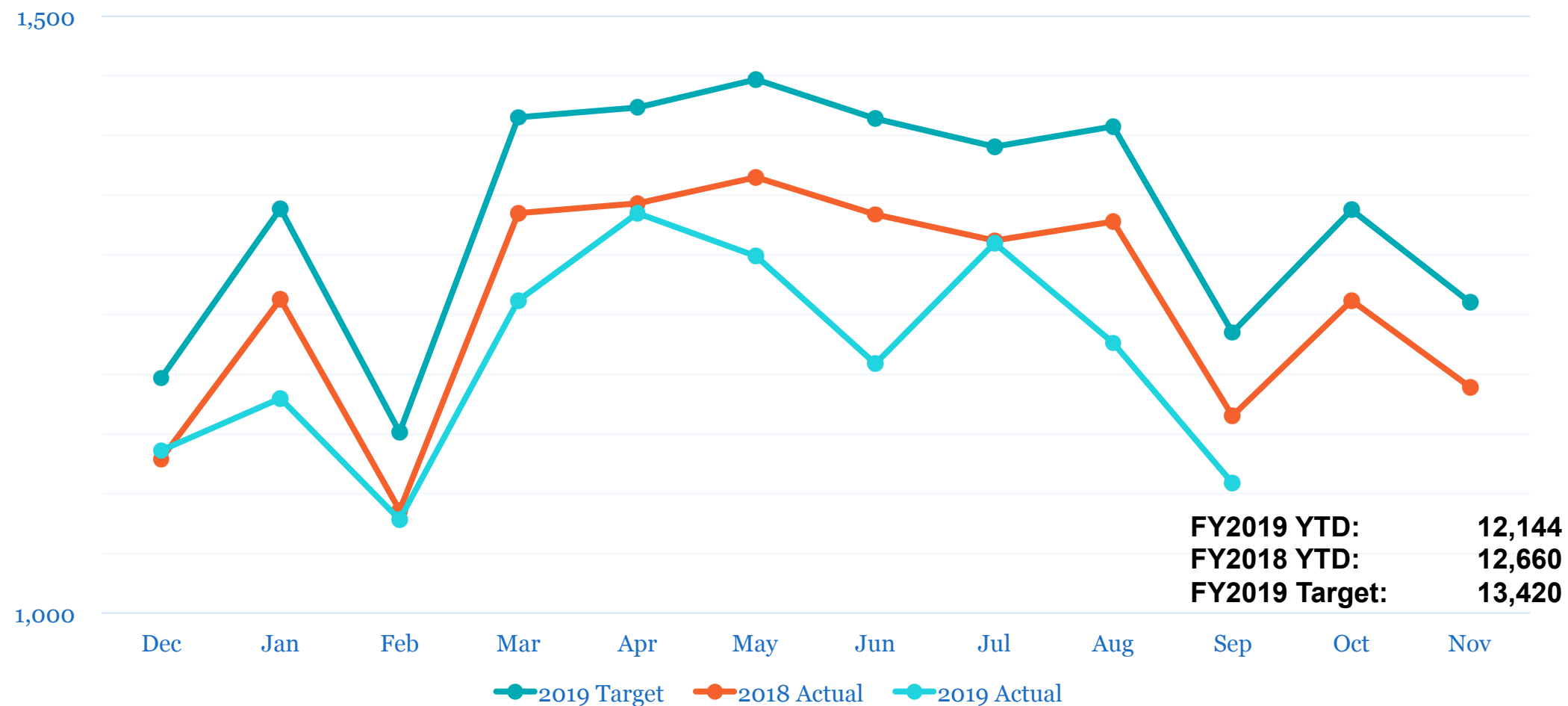
# Total Emergency Room Visits



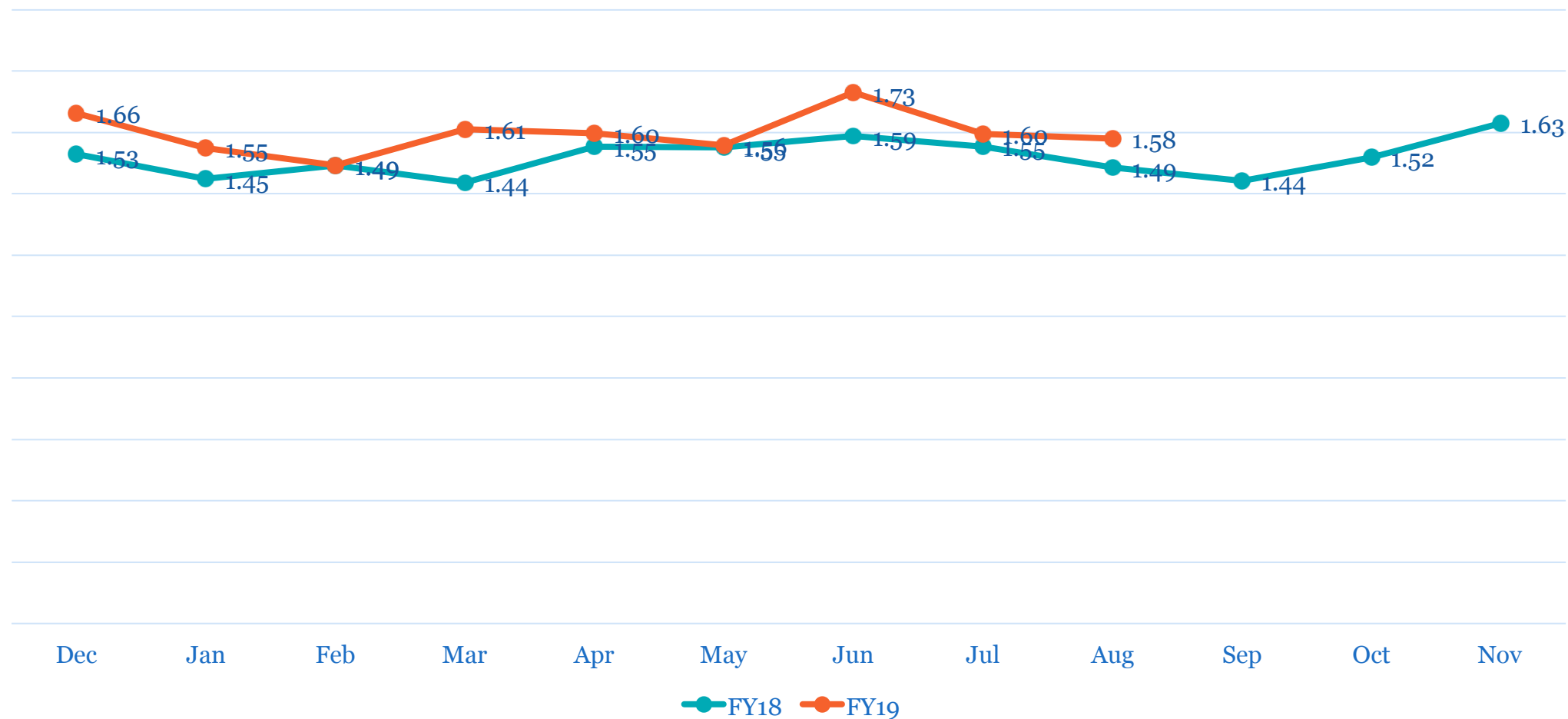
# Total Deliveries



# Total Surgical Cases



# Case Mix Index



# Questions?



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